

Off-site Meeting

B-1
2

**Outline of Information Needed for Decision on Areas for
Detailed Analysis**

I. ORGANIZATION

- a. Mission and structure
- b. Size
- c. Major occupational groups--numbers, working environment, and risks for each group.
- d. Personnel Office organization and delegation of personnel authority with the agency.

II. LEGAL BASIS FOR PERSONNEL PROGRAM

- a. Authorizing laws
- b. Authorizing and/or controlling regulations from higher level authority
- c. Other applicable laws and executive orders, e.g. FLSA, OSHA, CSRA, Ethics in Government Act, Uniform Selection Guidelines.
- d. Major problems created by current controlling laws or regulations or by other applicable laws and regulations.

III. STATUTORY CHANGES IN PERSONNEL PROGRAM SINCE 1978

- a. Law and date
- b. Nature of change introduced by the law
- c. Problem(s) addressed by law
- d. Evaluation of the effect of the change brought about by the law.

IV. STATUTORY CHANGES REQUESTED SINCE 1978 FOR PERSONNEL PROGRAM BUT NOT SECURED

- a. Bill and date
- b. Nature of change requested in bill
- c. Problem(s) addressed by the requested change
- d. Reason(s), if known, for failure of proposal
- e. Is the legislation still needed?

V. REGULATORY CHANGES IN PERSONNEL PROGRAM REQUESTED AND SECURED FROM HIGHER AUTHORITY SINCE 1978

- a. Change secured by the reporting agency.
- b. Cite regulation and date
- c. Nature of the change
- d. Problem(s) addressed by revised regulation
- e. Evaluation of the effect of the change.

VI. REGULATORY CHANGES REQUESTED FROM HIGHER AUTHORITY FOR PERSONNEL PROGRAM SINCE 1978 BUT NOT SECURED

- a. Proposal and date
- b. Nature of change requested
- c. Problem(s) addressed by the requested change

- d. Reason, if known, for failure of proposal
- e. Is the regulatory change still needed?

VII. SIGNIFICANT CHANGES MADE IN PERSONNEL PROGRAM SINCE 1978 WITHIN EXISTING AUTHORITIES

(Definition of significant change is as provided in conference report for 1978 Appropriation Act--"departures from current personnel management or compensation structures.")

- a. Nature of change; description.
- b. Date
- c. Problem(s) addressed by change
- d. Evaluation of the effect of the change.

VIII. CHANGES CONSIDERED TO BE NEEDED IN CONTROLLING PERSONNEL LAW AND/OR REGULATION

(Discuss law and/or regulation needing change which were not discussed in sections IV and VI above.)

- a. Nature of the change needed
- b. Reason change considered needed
- c. Status of proposal, i.e. draft, concept paper, idea stage, etc.

IX. SIGNIFICANT CHANGES CONSIDERED NEEDED IN PERSONNEL PROGRAM AND WHICH CAN BE MADE WITHIN EXISTING AUTHORITIES BUT ARE BEING DELAYED BY THE 1978 APPROPRIATION ACT CONFERENCE REPORT LANGUAGE.

- a. Nature of the change needed
- b. Reason change considered needed
- c. Status of proposal, i.e. draft, concept paper, idea stage.

X. ANY OTHER MAJOR ISSUES/PROBLEMS IN THE AGENCY PERSONNEL PROGRAM

- a. Identify issue(s) and problem(s)
- b. Brief statement of the issue/problem and impact on accomplishment of the Agency mission.
- c. Action needed to address to the issue/problem.

XI. RECRUITING AND RETAINING PERSONS WITH CRITICAL SKILLS

(Assessment by agency of problems in recruiting and retaining persons with skills critical to the mission of the agency.)

- a. Agency specific information on engineers, computer scientists, mathematicians, and linguists; the skills cited in the Conference Report.
- b. Identify any other skills which an agency has found are difficult to recruit and retain staff.
- c. For each such skill area, determine:
 - numbers, required and obtained annually.

- current vacancy rate for the positions using the skill.
- qualifications required
- salary range offered
- hiring levels; entrance level, experienced, or both.
- nature of recruitment programs
- turnover, by length of service and grade level.
- quality assessment of new hires.
- quality criteria used.

XII. ADDRESSING THE FUTURE

- a. Anticipated workforce changes in coming 5-10 years
- b. Cause of workforce changes--i.e. skill, technological, and/or organizational changes.
- c. Anticipated impact of changes in American workforce demographics on agency workforce.
- d. Is there a long range workforce plan for the organization?

XIII. CURRENT PERSONNEL POLICIES AND PRACTICES OF EACH AGENCY

- a. Recruitment programs
- b. Appointment procedures and requirements
- c. Job classification programs
- d. Qualifications requirements
- e. Salary structure and other benefit programs
- f. Promotion policies and procedures
- g. Performance appraisal
- h. Training and career development
- i. Mobility requirements
- j. Reduction in force procedures
- k. Adverse actions procedures
- l. Retirement program
- m. EEO and affirmative action
- n. Interface with other personnel systems in agency--civilian and military

XIV. COMPETITION BETWEEN IC AGENCIES IN PERSONNEL PROGRAMS

- a. Identify any area in the personnel area where the agency believes it is significantly disadvantaged vis a vis other IC agencies because of different personnel policies.
- b. Secure agency views where and why it is believed that a greater difference is warranted from the personnel policies of the non-intelligence agencies of the government.

XV. AGENCY VIEWS ON TERMS OF REFERENCE ISSUES

- a. Secure each agency's views on the issues suggested for detailed examination in the Terms of Reference.

These are:

- competition with the private sector
- security considerations
- rewards for employees
- training and retraining to meet changing staffing requirements.

- quality of work life
- retirement systems
- alternatives to the General Schedule and the need for increased flexibility in this area.
- occupational pay
- leave and benefits
- adequacy of career development programs
- potential impact of war time operations.

b. Determine for each issue the importance of the issue; the reasons for its importance to the agency; agency views and position on the issue; and suggestions for how to approach a detailed inquiry of the issue.

Frank/ams
2/9/88